



WILLIAM T FUJIOKA  
Chief Executive Officer

County of Los Angeles  
**CHIEF EXECUTIVE OFFICE**

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

*"To Enrich Lives Through Effective And Caring Service"*

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MICHAEL D. ANTONOVICH  
Fifth District

August 27, 2013

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, California 90012

Dear Supervisors:

**RESPONSES TO THE 2012-13 CIVIL GRAND JURY FINAL REPORT  
(ALL AFFECTED) (3 VOTES)**

**SUBJECT**

This letter recommends that the Board: approve the responses to the findings and recommendations of the 2012-13 Civil Grand Jury Final Report; instruct the Executive Officer of the Board of Supervisors to transmit copies of this report to the Civil Grand Jury upon approval by the Board; and instruct the Executive Officer of the Board of Supervisors to file a copy of this report with the Superior Court upon approval by the Board.

**IT IS RECOMMENDED THAT THE BOARD:**

1. Approve the responses to the findings and recommendations of the 2012-13 Civil Grand that pertain to County government matters under the control of the Board.
2. Instruct the Executive Officer of the Board of Supervisors to transmit copies of this report to the Civil Grand Jury upon approval by the Board.
3. Instruct the Executive Officer of the Board of Supervisors to file a copy of this report with the Superior Court upon approval by the Board.

**PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

Section 933 (b) of the California Penal Code establishes that the county boards of supervisors shall comment on grand jury findings and recommendations which pertain to county government matters under control of those boards.

On June 28, 2013, the 2012-2013 County of Los Angeles Civil Grand Jury released its Final Report containing findings and recommendations directed to various County and non-County agencies. County department heads have reported back on the Civil Grand Jury recommendations and these responses are attached as the County's official response to the 2012-2013 Civil Grand Jury Final Report.

The recommendations directed to all future Civil Grand Juries have been forwarded to the 2013-2014 Civil Grand Jury for consideration. Recommendations that make reference to non-County agencies have been referred directly by the Civil Grand Jury to those entities.

### **Implementation of Strategic Plan Goals**

The recommendations and responses are consistent with all three of the County Strategic Plan Goals:

- Goal No. 1 - Operational Effectiveness:

Maximize the effectiveness of the County's processes, structure, and operations to support timely delivery of customer-oriented and efficient public services.

- Goal No. 2 – Fiscal Sustainability:

Strengthen and enhance the County's capacity to sustain essential County services through proactive and prudent fiscal policies and stewardship.

- Goal No. 3 – Integrated Services Delivery:

Maximize opportunities to measurably improve client and community outcomes and leverage resources through the continuous integration of health, community, and public safety services.

### **FISCAL IMPACT/FINANCING**

Certain Civil Grand Jury recommendations require additional financing resources. In some cases, financing has been approved by the Board in the current fiscal year's budget. Departments will assess the need for additional funding during the 2013-14 budget cycle, as appropriate.

### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

In accordance with California Penal Code Section 933 (b), the following departments have submitted responses to the 2012-13 County of Los Angeles Civil Grand Jury Final Report.

ATTACHMENT	DEPARTMENT
A	Chief Executive Office
B	Chief Information Office
C	Children and Family Services
D	County Office of Education
E	District Attorney
F	Executive Office, Board of Supervisors
G	Mental Health (responding for Health Services)
H	Parks and Recreation
I	Probation
J	Sheriff

**IMPACT ON CURRENT SERVICES (OR PROJECTS)**

Not applicable.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'W. T. Fujioka', with a long horizontal line extending to the right.

WILLIAM T FUJIOKA

Chief Executive Officer

WTF:BC:FC

JR:ib

Enclosures

c: Sheriff  
Executive Office, Board of Supervisors  
Auditor-Controller  
Chief Information Office  
Children and Family Services  
County Counsel  
County Office of Education  
District Attorney  
Health Services  
Mental Health  
Parks and Recreation  
Probation

Attachment A

**Chief Executive Office**



# County of Los Angeles CHIEF EXECUTIVE OFFICE

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Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

August 9, 2013

To: Supervisor Mark Ridley-Thomas, Chairman  
Supervisor Gloria Molina  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: William T Fujioka  
Chief Executive Officer

A handwritten signature in black ink, appearing to be "WTF", followed by a horizontal line.

## 2012-2013 CIVIL GRAND JURY - FINAL REPORT

Attached are this Office's responses to the 2012-2013 Civil Grand Jury Final Report. We are responding to specific recommendations dealing with the following sections:

- Dual Track and Training – The 2012 Citizen's Commission on Jail Violence Report
- Foster Care Hotline Investigation
- Detention: Adult Faculties

If you have any question regarding our responses, please contact me, or your staff may contact Frank Cheng of this Office at (213) 893-7938, or [fcheng@ceo.lacounty.gov](mailto:fcheng@ceo.lacounty.gov).

WTF:BC:FC  
JR:ib

Attachment

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**Please Conserve Paper – This Document and Copies are Two-Sided  
Intra-County Correspondence Sent Electronically Only**

## **RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT**

COUNTY OF LOS ANGELES – Chief Executive Office, Public Safety Cluster

**SUBJECT: 2012-2013 CIVIL GRAND JURY RECOMMENDATIONS FOR  
Dual Track and Training: 2012 Citizen's Commission on Jail Violence  
Report**

### **RECOMMENDATION NO. 1.2**

The Sheriff Department in conjunction with the Board of Supervisors must come to a decision about MCJ. Many of MCJ's issues are unique to this facility. If problems at MCJ have to do with architectural shortcomings, then funding needs to be provided to either rebuild or renovate the facility in accordance with current best practices. Different solutions may be needed for other large scale facilities like Pitchess Ranch or CRDF, as well as Court House Facilities.

### **RESPONSE**

The recommendation has not yet been implemented. The County is currently in the development stages of the capital improvements process for a replacement central jail facility. Any proposed improvements are contingent upon approval by the Board of Supervisors (Board).

Should the Board approve such project improvements and authorize pre-construction studies and design services, the County's project development team will engage justice partners such as the Sheriff's Department, the District Attorney, Alternate Public Defender, Public Defender, and the Department of Mental Health in the programming and design process to ensure operational requirements are addressed.

## **RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT**

COUNTY OF LOS ANGELES – Chief Executive Office, Children and Families Well-Being Cluster

**SUBJECT: 2012-2013 CIVIL GRAND JURY RECOMMENDATIONS FOR  
Foster Care Hotline Investigation**

### **RECOMMENDATION NO. 4.1**

DCFS should initiate in conjunction with the Los Angeles County Board of Supervisors, a separate crisis/information telephone number.

### **RESPONSE**

We are in agreement with this recommendation and will assist DCFS in exploring other Child Welfare jurisdictions to determine their approach to non-child abuse and neglect related calls.

## **RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT**

COUNTY OF LOS ANGELES – Chief Executive Office – Public Safety Cluster

**SUBJECT: 2012-2013 CIVIL GRAND JURY RECOMMENDATIONS FOR  
DETENTION: ADULT FACILITIES**

### **RECOMMENDATION NO.15.1**

The Board of Supervisors and all affected County agencies should vigilantly monitor the additional cost to the detention system caused by AB 109 Realignment.

### **RESPONSE**

This recommendation has been implemented. The Auditor-Controller, CEO, Sheriff, Probation, DMH, DHS, Fire, PD, APD, DA are continuing their collaborative efforts to monitor the additional costs caused by the AB 109.

### **RECOMMENDATION NO.15.4**

The Board of Supervisors should promptly commit to replacing Men's Central Jail as soon as possible with a state of the art facility conforming to best practices in detention.

### **RESPONSE**

The recommendation has not yet been implemented. The County is currently in the development stages of the capital improvements process for a replacement central jail facility. Any proposed improvements are contingent upon approval by the Board of Supervisors (Board).

Should the Board approve such project improvements and authorize pre-construction studies and design services, the County's project development team will engage justice partners such as the Sheriff's Department, the District Attorney, Alternate Public Defender, Public Defender, and the Department of Mental Health in the programming and design process to ensure operational requirements are addressed.



# Attachment B

## **Chief Information Office**



RICHARD SANCHEZ  
CHIEF INFORMATION OFFICER

## COUNTY OF LOS ANGELES

### CHIEF INFORMATION OFFICE

Los Angeles World Trade Center  
350 South Figueroa Street, Suite 188  
Los Angeles, CA 90071

Telephone: (213) 253-5600  
Facsimile: (213) 633-4733

July 17, 2013

To: William T Fujioka  
Chief Executive Officer

From: Richard Sanchez  
Chief Information Officer

A handwritten signature in black ink, reading "Richard Sanchez", is written over the printed name and title.

### 2012-13 LOS ANGELES COUNTY CIVIL GRAND JURY FINAL REPORT

In response to your memo dated July 1, 2013, attached is our response to the 2012-2013 Civil Grand Jury Report Recommendation 3.3.

#### Probation Department Employee Misconduct

Chief Information Office should organize a working group comprised of representatives from the Sheriff's Department, District Attorney, Probation Department, County Counsel and Civil Service Commission in order to establish data entry protocols that produce consistency in all data fields.

If you have any questions regarding this matter, please contact me at 213-253-5600 or [rsanchez@cio.lacounty.gov](mailto:rsanchez@cio.lacounty.gov).

RS:pg

Attachment

c: Scott Wiles, Chief Executive Office

P:\Grand Jury\2012-2013 Civil Grand Jury Response.docx

## **RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT**

COUNTY OF LOS ANGELES – CHIEF INFORMATION OFFICE

**SUBJECT: 2012-2013 CIVIL GRAND JURY RECOMMENDATIONS FOR  
PROBATION DEPARTMENT EMPLOYEE MISCONDUCT**

### **RECOMMENDATION NO. 3.3**

Chief Information Office should organize a working group comprised of representatives from the Sheriff's Department, District Attorney, Probation Department, County Counsel and Civil Service Commission in order to establish data entry protocols that produce consistency in all data fields.

### **RESPONSE**

The respondent agrees with the findings.

The recommendation has not yet been implemented, but will be implemented in the future, with a timeframe for implementation.

The Chief Information Office (CIO) has identified and will convene a working group comprised of representatives from departments listed below, as recommended by the Grand Jury, with the goal of establishing data entry protocols that produce consistency in all data fields.

1. Probation Department
2. Sheriff Department
3. District Attorney
4. County Counsel
5. Chief Information Office
6. Civil Service Commission

The initial Work Group meeting to discuss the concerns identified by the Grand Jury and possible solutions will be scheduled this summer. The Working Group will develop an action plan and timetable within 90 days of its first meeting to address data consistency issues.

# Attachment C

## **Children and Family Services**



**County of Los Angeles  
DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

425 Shatto Place, Los Angeles, California 90020  
(213) 351-5602

PHILIP L. BROWNING  
Director

FESIA A. DAVENPORT  
Chief Deputy Director

**Board of Supervisors**

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First District

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Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

July 19, 2013

To: Supervisor Mark Ridley-Thomas, Chairman  
Supervisor Gloria Molina  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: Philip L. Browning, Director 

**RESPONSE TO THE 2012-2013 LOS ANGELES COUNTY CIVIL GRAND JURY  
RECOMMENDATIONS**

Enclosed please find the Department of Children and Family Services (DCFS) responses to each of the Civil Grand Jury's recommendations for year 2012-2013. The responses to the recommendations have been prepared for the following Civil Grand Jury report section topics: (1) Foster Care Hotline Investigation, (2) Foster Care Quality Assurance Training Foster Parents, and (3) Foster Care Transitional Aged Youth Vocational Training.

If you have any questions, please call me or your staff may call Aldo Marin, Manager, DCFS Board Relations Section, at (213) 351-5530.

PB:HB

c: Executive Officer, Board of Supervisors  
Chief Executive Officer  
County Counsel

Enclosures

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# RECOMMENDATIONS TO THE 2012-2013 GRAND JURY REPORT

APPLICABLE SECTION	LEAD(S)	RECOMMENDATION NUMBER(S)	PAGE NUMBER(S)
Foster Care Hotline Investigation	Children and Family Services (DCFS)	4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 4.8, 4.9, 4.10	23-33
Foster Care Quality Assurance Training Foster Parents	DCFS	5.1, 5.2, 5.3, 5.4, 5.5	35-41
Foster Care Transitional Aged Youth Vocational Training	DCFS	6.1, 6.2, 6.3, 6.4	43-50

# **Foster Care Hotline Investigation**

## **RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT**

COUNTY OF LOS ANGELES – **DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

SUBJECT: 2012-2013 CIVIL GRAND JURY RECOMMENDATIONS FOR  
**SECTION 4. FOSTER CARE HOTLINE INVESTIGATION**

**RECOMMENDATION 4.1:** DCFS should initiate in conjunction with the Los Angeles County Board of Supervisors, a separate crisis/information telephone number.

**RESPONSE:** DCFS agrees with the recommendation and will explore other Child Welfare jurisdictions including San Francisco to determine their approach to non-child abuse and neglect related calls. Additionally, DCFS will explore changes that can be made to the existing telephone system to handle and redirect “crisis” calls.

**RECOMMENDATION 4.2:** DCFS Hotline needs to be reconfigured so that call handlers only take calls from specific regions, for example Pomona, Long Beach, or the San Fernando Valley, in order to be better able to identify local resources.

**RESPONSE:** DCFS needs further information about this recommendation. While DCFS recognizes the concern made by the Civil Grand Jury, regionalization may not accomplish the stated goal. Technology exists to have calls routed based on area codes or callers could self select based on their zip code but that is not a guarantee that the resources would be better identified. Since 80% or more of the calls are from mandated reporters, most are aware of community resources. Since the majority of the mandated reporters are teachers, followed second by law enforcement, reconfiguration may not achieve the desired outcome. Calls to the Child Protection Hotline by mandated reporters are often related to families who are already involved with community based organizations. However, a Business Plan Re-engineering (BPR) initiative is currently reviewing the Hotline operations and this recommendation will be considered during that process.

**RECOMMENDATION 4.3:** DCFS must find a method to recognize the specialized performance requirements of the Hotline employee. It must also enhance and reward the work experience for its productive Hotline employees. Most importantly, the Hotline must not be used to accommodate employees who cannot function adequately elsewhere.

**RESPONSE:** DCFS is in agreement that it is important that all staff assigned to the Child Protection Hotline (CPH) be efficient, effective and capable of handling a large number of calls each day. Additionally, it is recognized that it can be problematic to have staff who not able to perform adequately at the CPH; therefore, CPH managers work in collaboration with the Department’s Human Resources Division to appropriately address personnel and performance issues. The Hotline has a process in place whereby all new staff assigned to the Hotline are interviewed and must have adequate computer skills prior to being accepted. Staff who demonstrate an aptitude for investigative skills are highly desirable. DCFS will explore how best to reward staff assigned at the Hotline, but the goal is that in time all CPH staff are rated as efficient, effective and able to handle a large number of calls.



## **RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT**

COUNTY OF LOS ANGELES – **DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

SUBJECT: 2012-2013 CIVIL GRAND JURY RECOMMENDATIONS FOR  
**SECTION 4. FOSTER CARE HOTLINE INVESTIGATION**

**RECOMMENDATION 4.4:** DCFS must reduce or streamline the policies, procedures and practices that Hotline employees are expected to master.

**RESPONSE:** DCFS agrees with the recommendation and is in the process of streamlining policies and procedures as part of the Department's Strategic Plan. Hotline staff currently receive an initial 6 to 8 weeks of training on both policy and hands-on training and thereafter continued to be monitored by the training supervisor for an additional 4 to 6 months to ensure the employee has a comprehensive understanding of the expectations and has demonstrated an understanding of the work duties. When new policies, procedures or changes to existing policies are introduced, the Hotline staff receive additional training commensurate with the new or modified policies and procedures.

**RECOMMENDATION 4.5:** DCFS management must become more directly involved with the actual Hotline calls system by directly experiencing real time calls.

**RESPONSE:** DCFS partially agrees with the recommendation since senior managers have had an opportunity to observe the Hotline operation, but have not actually handled live calls. All the Hotline managers have taken calls on an as needed basis and are proficient in inputting a report into CWS/CMS. There is a benefit to handling calls directly, but managers are also actively listening and observing the process and steps taken by the staff while multiple calls are handled simultaneously. The Department will encourage all senior managers to visit the Hotline to increase awareness of the volume of calls received and the processes involved in generating and documenting reported calls.

**RECOMMENDATION 4.6:** DCFS should create a separate phone number from the Hotline for calls involving children who are absent without leave (AWOL) from their foster home or those calls involving "re-placements".

**RESPONSE:** DCFS agrees with the recommendation and will explore the recommendation of a separate telephone number with the current telephone vendor, as well as, determine what changes can be made to the existing telephone system to accommodate reports that are not critical, but must be documented and require some action on the part of the Department such as AWOLs and request for replacements.

## **RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT**

COUNTY OF LOS ANGELES – **DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

SUBJECT: 2012-2013 CIVIL GRAND JURY RECOMMENDATIONS FOR  
**SECTION 4. FOSTER CARE HOTLINE INVESTIGATION**

**RECOMMENDATION 4.7:** DCFS must reduce the number of unwarranted referrals, by which it is meant those referrals found to be “unfounded”. This can be aided by allowing the Hotline employee to deviate, if need be, from the Structured Decision Making (SDM) tool and rely more on their background and work experience. DCFS needs to allow for regional and cultural differences while ensuring consistency and efficiency.

**RESPONSE:** DCFS agrees with the recommendation and continues to examine the number of unwarranted referrals to determine if those labeled as “unfounded” truly meet the legal definition for abuse and neglect. Revisions are currently being developed to the SDM tools specific for the Hotline and once completed training will be provided. SDM allows for discretionary input by staff in order to take into account differences as part of the assessment criteria. DCFS management will continue to review and determine if approval is warranted when staff’s assessments include the use of discretionary features to ensure that the rationale for the input is properly documented.

**RECOMMENDATION 4.8:** DCFS must reduce the scope of the Child Welfare Service/Case Management System (CWS/CMS) applied to urgent Hotline issues. The Hotline should focus on how to respond quickly, gathering only as much information as necessary to make a determination for child abuse or neglect.

**RESPONSE:** DCFS agrees as the re-design of CWS/CMS at the State level has just started. Los Angeles County has a representative from DCFS assigned to the redesign team. The recommendation will be shared with the representative. Additionally, a recent business process re-engineering involving the Hotline narrative has been recommended and may help to streamline the steps for a quicker completion of the Screener Narrative document in CWS/CMS.

**RECOMMENDATION 4.9:** DCFS has to aggressively engage the community (e.g. churches, Alcoholic Anonymous, and the like) in its efforts to provide safety for the children in the County. The community’s resources have to be accessed to reduce the need to make “the call”. The Point of Engagement (POE) approach, which shows promise in Torrance, for example, should be deployed countywide.

**RESPONSE:** DCFS agrees and supports community engagement as part of its efforts to keep children safe. Families are encouraged to use community resources and only make “the call” when there is no other recourse. Currently regional offices are holding meetings with community partners and the Department continues to examine how to expand this effort, thereby decreasing the negative myths and stereotypes that exist in the community about DCFS.

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## **RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT**

COUNTY OF LOS ANGELES – **DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

SUBJECT: 2012-2013 CIVIL GRAND JURY RECOMMENDATIONS FOR  
**SECTION 4. FOSTER CARE HOTLINE INVESTIGATION**

**RECOMMENDATION 4.10:** DCFS should expand the pool of employees who are available to work at the Hotline to include those applicants without social work backgrounds. It must recognize the specialized nature of Hotline work and include persons with, for example, police backgrounds, in its applicant pool. This recommendation is similar to that made in 2012 by the CSIU.

**RESPONSE:** DCFS partially agrees as all employees at the Hotline must meet the same qualifications as all other Children's Social Workers (CSW) who work for the Department. Currently, the minimum educational qualification for a Children's Social Worker Trainee is a bachelor's degree in psychology, sociology, social work, child development, or a related human services field. DCFS would not exclude individuals with law enforcement backgrounds as long as they meet the basic required qualifications. DCFS does not actively recruit applicants with law enforcement or investigative backgrounds, but instead recruits candidates based on the required and desirable qualifications aforementioned. If DCFS were to move forward with this recommendation it would need to work closely with the County's Human Resources Division to determine how best to incorporate this group of applicants into the desired positions.

# **Foster Care Quality Assurance Training Foster Parents**

## **RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT**

COUNTY OF LOS ANGELES – **DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

SUBJECT: 2012-2013 CIVIL GRAND JURY RECOMMENDATIONS FOR  
**SECTION 5. FOSTER CARE QUALITY ASSURANCE TRAINING FOSTER PARENTS**

**RECOMMENDATION 5.1:** DCFS must assess, upgrade, and standardize the scope and sequence of the foster parent training curriculum emphasizing evidence-based practices

**RESPONSE:** The Department agrees with the recommendation that trainings should encompass the topics of Post-Traumatic Stress Disorder (PTSD), coping behaviors, critical thinking and conflict management. Training skills practice must emphasize values, communication, behavior management, financial literacy, time management, peer pressure, nutrition and exercise to best prepare foster parents.

The Adoption and Permanency Resources Division of DCFS, Resource Family Assessment Units have a workgroup that has been reviewing the PS-MAPP curriculum for updates to provide the most up-to-date information and evidence-based concepts to prospective caregivers. Currently, the curriculum addresses the behaviors of PTSD in meeting 2, coping behaviors in meeting 3, all of meeting 5 is devoted to behavior management, critical thinking in meetings 2 through graduation, and conflict management is embedded in each meeting. Meetings 2 through graduation also have a skills practice with group interaction component, with values, communication, and behavior management woven into the curriculum. Practice for skills with peer pressure, time management, nutrition and exercise are included in meeting 7 and meeting 9. The PS-MAPP curriculum workgroup will examine ways to incorporate financial literacy into the six week program.

The PS-MAPP curriculum will be enhanced during the next year using the National Child Traumatic Stress Network's (NCTSN) Caring for Children Who Have Experienced Trauma curriculum. The NCTSN has collaborated closely with the National Crime Victims Research and Treatment Center at the Medical University of South Carolina. This curriculum has also been offered as continuing education for foster caregivers through the Foster Care Kinship Education program funded by the California Community College Chancellor's Office.

Additionally, the Kit for New Parents offered by First 5 California is now being given to all PS-MAPP participants after Meeting 3. The kit contains parenting advice and tips on nutrition, safety, discipline, early learning, and quality child care. A study published in the American Journal of Public Health in 2007 found that mothers who used the English or Spanish Kit demonstrated improved parenting skills.

## RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – DEPARTMENT OF CHILDREN AND FAMILY SERVICES

SUBJECT: 2012-2013 CIVIL GRAND JURY RECOMMENDATIONS FOR  
SECTION 5. FOSTER CARE QUALITY ASSURANCE TRAINING FOSTER PARENTS

RECOMMENDATION 5.2: DCFS must train foster parents and a cadre of master teachers within the proposed DCFS Inter-University Consortium Training Academy.

RESPONSE: Licensed foster parents in Los Angeles County are required to complete annual renewal training hours to maintain their licenses. This training is available through the 14 local Community Colleges who offer a variety of renewal training classes for licensed foster parents. Additionally, the DCFS Training Section coordinates and provides an array of specialized in-service and large scale quality training events that are open to not only licensed foster parents but also open to related and non-related caregivers, adoptive parents and legal guardians. All Training Opportunities are aimed at promoting and achieving Departmental priorities of child safety, timely/legal permanency, and to reduce the reliance of out- of-home care.

The training section is currently working together with the PS-MAPP DCFS program manager on a contract that will allow direct contracting with the Community Colleges to deliver trainings on an as needed and on as requested basis. Please find below a partial list of the trainings, conferences and seminars offered over the past several years.

### **Annual Conferences:**

Mi Casa Es Su Casa Training Conference	Annual Fatherhood Solutions Conference
National Foster Parent Association Education Conference	Latino Behavioral Health Conference

### **In-Service/Specialized Trainings have included the following:**

Abuse and children with Development Disabilities	Obesity: The Physical Effects Obesity: Treatment
Cyber bullying & Sexting: What Caregivers Need to Know	Whole Family Foster Home
Healthy Child & Adolescent Sexuality	Anger Management
Signs and Symptoms of Diabetes	Respiratory Potpourri
Asthma Basics	Perinatal Drug and Alcohol Exposure
Strengthening Access to Dental Services for Children under DCFS Care	Teen Suicide
Multidisciplinary Assessment Team	Oppositional Defiant Disorder/Disruptive Behavior Disorder
Learning Disabilities	The Impact of Trauma on Children, Youth and Families
Helping Resource Families Navigate through the Educational System	Whooping Cough
Individualized Education Plans	Allergies
Suspensions, Truancies, and Absences	Impact Of Trauma On Neuro-Development In Early Childhood
Visitations	Guide to Learning Disabilities
Child & Adolescent Sexual Development	Prenatal Alcohol Exposure & Fetal Alcohol Spectrum Disorder
Sensory Processing	Understanding ADHD
Impulse Control	Failure to Thrive

## **RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT**

COUNTY OF LOS ANGELES – **DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

SUBJECT: 2012-2013 CIVIL GRAND JURY RECOMMENDATIONS FOR  
**SECTION 5. FOSTER CARE QUALITY ASSURANCE TRAINING FOSTER PARENTS**

**RECOMMENDATION 5.3:** DCFS must quickly implement the Strategic Plan training objectives for foster parents.

**RESPONSE:** DCFS agrees since the Strategic Plan Objective 1.2.2 requires that the Department recruit an additional 10% of qualified, committed and dedicated foster homes in proportion to the needs of each community; and provide these caregivers with training designed to promote child safety and address the needs of abused and neglected children.

The DCFS Strategic Plan Objective Team (SPOT) workgroup focusing on this objective is comprised of nine staff members representing eight different Regional Offices and Divisions. The workgroup has met monthly to address the recruitment of new Resource Parents who desire to provide foster care. As of July 15, 2013, 34 families who expressed interest in becoming foster parents have been approved and are eligible to take out of home placements. The National Resource Center for Diligent Recruitment at AdoptUSKids has been asked to provide technical assistance to Los Angeles County and is assisting the workgroup in examining recruitment and training strategies for new Resource Parents. As noted for Recommendation 5.1, there is a PS-MAPP curriculum workgroup, which will examine ways to reinvigorate the six week program curriculum.

As noted in Recommendation 5.1, the PS-MAPP curriculum will be enhanced during the next year using the National Child Traumatic Stress Network's (NCTSN) Caring for Children Who Have Experienced Trauma curriculum. The NCTSN has collaborated closely with the National Crime Victims Research and Treatment Center at the Medical University of South Carolina. This curriculum has also been offered as continuing education for foster caregivers through the Foster Care Kinship Education program funded by the California Community College Chancellor's Office.

## **RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT**

COUNTY OF LOS ANGELES – **DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

SUBJECT: 2012-2013 CIVIL GRAND JURY RECOMMENDATIONS FOR  
**SECTION 5. FOSTER CARE QUALITY ASSURANCE TRAINING FOSTER PARENTS**

**RECOMMENDATION 5.4:** DCFS must assign greater value to foster parent input within its multidisciplinary teams.

**RESPONSE:** DCFS agrees with the recommendation. Foster parents are currently included when a Multidisciplinary Assessment Team (MAT) assessment is conducted -- they are asked to participate during both the assessment process and at the summary of findings meeting. In addition, Child and Family Teams (CFT) are being piloted in four offices (Pomona, Compton, Wateridge and Torrance) with a tentative plan to implement in up to four additional offices by November. CFT members include everyone who is important to the child and family, including caregivers. The intent of the CFT is to function on an ongoing basis to develop the most appropriate plans and supports for the child and family. The caregivers are in a unique position as they know the child very well and their input is crucial in the development of an appropriate case plan.

**RECOMMENDATION 5.5:** DCFS must restructure its electronic data network to transmit client information on demand to all involved caregivers.

**RESPONSE:** DCFS agrees with the recommendation. On July 15, 2013, BIS implemented the Foster Care Search System - Caregiver Home Profile website through the DCFS Internet site. This website portal will allow licensed foster parents to access and input their basic information, including listing the number of foster children residing in the home, and the specific population they are licensed to serve in order to begin to provide DCFS staff on demand and up to date information of available foster homes.



# **Foster Care Transitional Aged Youth Vocational Training**

## **RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT**

COUNTY OF LOS ANGELES – **DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

SUBJECT: 2012-2013 CIVIL GRAND JURY RECOMMENDATIONS FOR  
**SECTION 6. FOSTER CARE TRANSITIONAL AGED**

**RECOMMENDATION 6.1:** DCFS should assess all foster care youth under its jurisdiction, 16-24 years old who do not have a high school diploma to determine whether a dual track approach is beneficial. This would combine academic and vocational training in order to enhance opportunities for employment

**RESPONSE:** DCFS partially agrees with this recommendation. With the January 1, 2012 implementation of Assembly Bill 12 (AB12), the length of the DCFS' jurisdiction over foster youth extends up to the age of twenty-one. DCFS agrees to assess all foster youth under its jurisdiction between the ages of 16 years through 21, who do not possess a high school diploma to determine whether a dual track approach would be beneficial. DCFS jurisdiction does not extend to youth beyond the age of 21.

The recommendation has not been implemented by DCFS. By December 31, 2013, DCFS Training Section will develop curriculum and begin training in the utilization of case planning strategies developed in partnership with caregivers and youth that focus on enhancing the emancipation skills of adolescents and young adults. A specific focus of the training will be to ensure that all youth aging out of the public child welfare system without a high school diploma are on track to benefit from exposure to a vocational approach and existing opportunities, including YouthBuild (6.2) and the Los Angeles Unified School District's (LAUSD) Alternative Education and Work Center Program (AEWC).

## **RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT**

COUNTY OF LOS ANGELES – **DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

SUBJECT: 2012-2013 CIVIL GRAND JURY RECOMMENDATIONS FOR  
**SECTION 6. FOSTER CARE TRANSITIONAL AGED**

**RECOMMENDATION 6.2:** DCFS should assign a coordinator to begin a pilot program to encourage a significant number of foster youth to participate in the YouthBuild Charter School of California (YouthBuild) or similar program.

**RESPONSE:** DCFS agrees with this recommendation. The recommendation was implemented by DCFS on May 29, 2013, one Children Services Administrator II has already been designated the DCFS coordinator for a pilot program designed to foster increased youth participation in YouthBuild Charter School of California, as well as, to promote collaborative work between DCFS and YouthBuild Charter School of California. The project strategies include the development of a YouthBuild Resource informational fact sheet, including site locations, to be posted on DCFS' intranet (LAKIDs), as well as, active through the active promotion and outreach of this alternate educational/vocational opportunity at general staff meetings, supervisory meetings and by DCFS' contracted Education Consultants.

**RECOMMENDATION 6.3:** DCFS should strive to enroll more students in the Los Angeles Unified School District's (LAUSD) Alternative Education and Work Center Program (AEWC). The foster parent, guardian or DCFS case worker should work directly with the AEWC consultant at each location to enroll youth in the AEWC program

**RESPONSE:** DCFS agrees with this recommendation. This recommendation has not been implemented. By December 31, 2013, DCFS will begin providing training for all social work staff on alternate vocational program opportunities for foster youth who have yet to graduate from high school. By educating DCFS social work staff on programs such as AEWC, foster youth enrollment into these programs should increase. In the interim, by November 1, 2013, DCFS will issue a For Your Information (FYI) staff informational notice that will inform all social work staff of alternate vocational program opportunities for their transition age foster youth and how to access these opportunities for eligible youth.

## **RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT**

COUNTY OF LOS ANGELES – **DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

SUBJECT: 2012-2013 CIVIL GRAND JURY RECOMMENDATIONS FOR  
**SECTION 6. FOSTER CARE TRANSITIONAL AGED**

**RECOMMENDATION 6.4:** DCFS should begin training classes for case workers, group home supervisors, counselors and especially the foster parents to assure that all youth aging out without a high school diploma are on track to benefit from exposure to a vocational approach.

**RESPONSE:** DCFS agrees with this recommendation. This recommendation has not been implemented by DCFS. In addition to departmental training plans detailed in the response for Recommendation 6.1, the DCFS Training Section will concurrently develop and implement a training module by March 1, 2014. The proposed training will be equivalent to the “Train the Trainer” module and will be provided to all contracted Foster Family Agencies (FFAs) and Group Homes so they can in turn train their certified parents and staff.

# Attachment D

## **County Office of Education**



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## Los Angeles County Office of Education

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Leading Educators ▪ Supporting Students ▪ Serving Communities

Arturo Delgado, Ed.D.  
Superintendent

July 18, 2013

Los Angeles County  
Board of Education

Rebecca J. Turrentine  
President

Katie Braude  
Vice President

Douglas R. Boyd

José Z. Calderón

Rudell S. Freer

Thomas A. Saenz

To: Supervisor Mark Ridley-Thomas, Chairman  
Supervisor Gloria Molina  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: Arturo Delgado, Ed.D.  
Superintendent

Subject: RESPONSE TO THE 2012-2013 LOS ANGELES COUNTY  
CIVIL GRAND JURY FINAL REPORT

In accordance with the request from the Los Angeles County Chief Executive Officer dated July 1, 2013, attached is the Los Angeles County Office of Education (LACOE) response to the Civil Grand Jury recommendation that pertains to LACOE operations.

AD/CA/PW:sb  
Attachment

cc: Sachi A. Hamai, Executive Officer, Board of Supervisors  
William T Fujioka, Chief Executive Officer  
John Krattli, County Counsel  
Jerry Ramirez, Quality and Enrichment Program Services  
David Sommers, Public Information Officer

## **RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT**

COUNTY OF LOS ANGELES – LOS ANGELES COUNTY OFFICE OF EDUCATION

SUBJECT: 2012-2013 CIVIL GRAND JURY RECOMMENDATIONS FOR  
DETENTION: JUVENILE FACILITIES

### **RECOMMENDATION NO. 16.6.**

The Department of Probation and the Los Angeles County Office of Education should implement innovative reading programs to increase the reading decoding and comprehension levels of juveniles at all of the Camps.

### **RESPONSE**

The Probation Department and the Los Angeles County Office of Education agree with this recommendation. The recommendation has been implemented and will continue to undergo improvements in implementation to maximize student performance outcomes. Below outlines innovative reading programs currently offered at Juvenile Camp Schools to increase reading decoding and comprehension levels. Each program offers a rich source of data instrumental to program monitoring and student-centered decision-making at each school site.

#### **Achieve3000**

Achieve3000 is a reading intervention program designed to improve student reading through core instruction in both state content standards and common core standards. Ongoing assessments are built into the daily instructional routine, which provide performance data to guide the decision-making process and facilitate progress monitoring.

#### **Scholastic READ 180**

READ 180 is a program designed for students whose reading achievement is two or more years below grade level. It is a reading intervention program that provides scientifically based, explicit, and systematic instruction that addresses individual needs through adaptive instructional software, high-interest literature, and direct instruction in reading and writing. The instructional model is set in three rotations: whole group direct instruction, small group instruction, and individualized computer instruction. Students receive constant feedback on their progress in both the computer work and teacher-led lessons. Students are formally reassessed every 60 days to monitor reading lexile growth and ensure proper progress in the program.

#### **Scholastic System 44**

System 44 is a component of the READ180 program and is designed for the most challenged older readers, whose achievements in reading range from non-reader through grade four. The program addresses the foundational elements of the English language, providing a strong base in phonemic awareness, phonics, decoding, morphology, and orthography, in a manner that is palatable to the older student. Students work through levels of instruction until all decoding gaps are filled and then move into the READ 180 program to further their instruction in academic vocabulary, comprehension, and writing.

2012-2013 CIVIL GRAND JURY RECOMMENDATIONS FOR  
DETENTION: JUVENILE FACILITIES

Page 2

**After-School Extended Learning Opportunities (ELO) Program**

Students may extend their learning beyond the school day in the after-school ELO Program. This program includes a small student-to-teacher ratio. Students are offered CAHSEE Prep, GED Prep, and Language Arts intervention curriculum. Reading support is imbedded in the ELO curriculum to ensure student success.

**Freedom Schools**

Freedom Schools is a five-week reading enrichment program sponsored by the Children's Defense Fund. The program is designed to engage students in reading through a research-based and multicultural curriculum that supports children and families around five essential components: high quality academic enrichment; parent and family involvement; civic engagement and social action; intergenerational leadership development; and nutrition, health, and mental health. Freedom Schools is being piloted during the summer of 2013 at two LACOE schools, Afflerbaugh and Miller.

**Operation Read**

Operation Read is a Probation-operated tutoring program designed to build students' literacy skills in reading, comprehension, writing, and spelling. Academic mentors work with students one-to-one and in small groups, three to five hours per week, to provide a variety of instructional approaches that are individualized to each student.

During the 2012-13 school year, each intervention program went through a thorough study involving data analysis to determine the level of implementation and effectiveness of each program. A committee reviewed the findings, interpreted the data, and generated recommendations to improve program implementation and effectiveness. In efforts to ensure ongoing teaching and learning and, therefore, reading outcomes, a follow-up study for each reading intervention program will be conducted in the coming months to maintain program quality and integrity. In the interim, site leadership teams will continue to analyze reading achievement data within their Professional Learning Communities (PLCs). This PLC analysis informs teachers on student learning and allows them to develop innovative strategies to improve students' decoding and comprehension levels on a weekly basis.



Attachment E

**District Attorney**



JACKIE LACEY  
LOS ANGELES COUNTY DISTRICT ATTORNEY

---

18000 CLARA SHORTRIDGE FOLTZ CRIMINAL JUSTICE CENTER  
210 WEST TEMPLE STREET LOS ANGELES, CA 90012-3210 (213) 974-3501

July 19, 2013

TO: Supervisor Mark Ridley-Thomas, Chair  
Supervisor Gloria Molina  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

FROM: Jackie Lacey *JL*  
District Attorney

SUBJECT: **RESPONSE TO THE 2012-2013 LOS ANGELES COUNTY CIVIL  
GRAND JURY FINAL REPORT**

Attached is my Department's response to the recommendation contained in the following section of the 2012-2013 Los Angeles County Civil Grand Jury Final Report:

*Detention Adult Facilities*

Your staff may contact Lynn Vodden, Director of the Bureau of Administrative Services at (213) 202-7616, if they have any questions or require additional information.

lv

Attachment

c: William T Fujioka  
Chief Executive Officer

**RESPONSE TO THE GRAND JURY FINAL REPORT**  
**COUNTY OF LOS ANGELES – DISTRICT ATTORNEYS OFFICE**

**SUBJECT: 2013-2014 CIVIL GRAND JURY RECOMMENDATION FOR  
DETENTION ADULT FACILITIES**

**RECOMMENDATION NO. 15.2:**

The Los Angeles County District Attorney should continue to identify and encourage alternatives to incarceration for low level offenders.

**RESPONSE**

We concur with the Civil Grand Jury's recommendations that the Los Angeles County District Attorney should continue to identify and encourage alternatives to incarceration for low level offenders, in a manner which is consistent with public safety.

The Los Angeles County District Attorney's Office currently sponsors six different alternative sentencing programs: Drug Court; Sentenced Offender Drug Court (SODC); Veterans Court; Second Chance Women's Re-Entry Court; Co-Occurring Disorders Court, and Homeless Court. The District Attorney's Office continues to actively assess the effectiveness of each program and consider possible expansion of the existing programs as well as the possible creation of new programs.

In addition, this Office continues to actively discuss alternative sentencing with other County departments, through the Countywide Criminal Justice Coordination Committee (CCJCC), including the Los Angeles County Sheriff's Department. This Office is committed to fully considering and implementing appropriate alternatives to jail incarceration.

# Attachment F

## **Executive Office, Board of Supervisors**



**SACHI A. HAMAI**  
EXECUTIVE OFFICER

# COUNTY OF LOS ANGELES BOARD OF SUPERVISORS

KENNETH HAHN HALL OF ADMINISTRATION  
500 WEST TEMPLE STREET, ROOM 383  
LOS ANGELES, CALIFORNIA 90012  
(213) 974-1411 • FAX (213) 620-0636

## MEMBERS OF THE BOARD

GLORIA MOLINA  
MARK RIDLEY-THOMAS  
ZEV YAROSLAVSKY  
DON KNABE  
MICHAEL D. ANTONOVICH

July 19, 2013

TO: William T Fujioka  
Chief Executive Officer

FROM: Sachi A. Hamai   
Executive Officer

SUBJECT: RESPONSES TO THE 2012-13 LOS ANGELES COUNTY CIVIL GRAND JURY  
FINAL REPORT

This is to provide you with our response to the recommendations made by the Los Angeles County Civil Grand Jury in their 2012-13 final report.

We are in agreement with the recommendations proposed in Section 7: Board of Supervisors – Request and Complaint Procedures. Please find attached our response to these items.

If you have any further questions, please contact Patrick Ogawa of my staff at (213) 974-1403. Thank you.

SAH:po:sg

Attachment

# **RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT**

COUNTY OF LOS ANGELES – BOARD OF SUPERVISORS

**SUBJECT: 2012-2013 CIVIL GRAND JURY RECOMMENDATIONS FOR  
SECTION 7 – REQUEST AND COMPLAINT PROCEDURES**

## **RECOMMENDATION NO. 7.1**

The offices of the Supervisors of the Second, Third, Fourth, and Fifth Districts of the Los Angeles County Board of Supervisors should modify their “web contact forms” to repeat the entire contents when submitted (see Finding 5). This is done on the “web contact form” of the First District. Currently, the other districts just acknowledge submission, but the First District provides a printable copy of everything entered into the form. This allows the Constituent to verify and save a copy of the request.

## **RESPONSE**

The Executive Office is working with each of the Board offices to establish a web contact form that is flexible and workable for each of their offices.

## **RECOMMENDATION NO. 7.2**

The offices of each of the Supervisors should continue to ensure that their staff has up to date computers so the staff can adequately use the Constituent Relationship Management system (CRM).

## **RESPONSE**

The Executive Office Information Resource Management (IRM) has an ongoing 3-year PC refresh cycle that has been in place for over 7 years. IRM continues to work with all Board offices to refresh their PCs as necessary due to the performance demand using the CRM application and web services by each Board office. From time to time, IRM will receive requests to replace PCs that are underperforming due to hardware and/or software issues. IRM has mitigated those requests usually within the same day or within a couple of days by either replacing the PC or parts under warranty, reloading software packages, or reinstalling windows operating systems, etc. All computers in the Board of Supervisors offices have been reviewed and inspected to confirm that they all have up to date systems. This office will continue to make sure all Board staff are equipped with high functioning computers that allow them to adequately use the CRM system.

### **RECOMMENDATION NO. 7.3**

The offices of all the Supervisors should have staff representatives meet twice a year to share information on resources available for answering constituent requests. The districts would benefit from sharing process and procedures, and discussing use of CRM.

### **RESPONSE**

Board offices will communicate and share information and resources between their respective offices. They will share ideas amongst themselves on how to promote and improve overall customer service for their constituencies. The Executive Office will continue to share updates on the CRM, so that Board staff can maximize their utilization of this system.

### **RECOMMENDATION NO. 7.4**

The office of the Fourth Supervisorial District should enter all requests requiring follow-up into the CRM system. Logging requests should not be restricted to those submitted through letters; but include requests through email, web contact form, fax, personal contact, and phone.

### **RESPONSE**

The Executive Office will continue to work in maximizing the usage of the CRM system. IRM staff has provided training and technical assistance for all district staff and will continue to assist Board offices on all hardware and software needs.

Attachment G

**Mental Health**





LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH  
550 S. VERMONT AVE., LOS ANGELES, CA 90020 HTTP://DMH.LACOUNTY.GOV



MARVIN J. SOUTHARD, D.S.W.  
Director  
ROBIN KAY, Ph.D.  
Chief Deputy Director  
RODERICK SHANER, M.D.  
Medical Director

July 24, 2013

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Members of the Civil Grand Jury:

**RESPONSE TO THE FINAL REPORT OF THE  
2012-13 LOS ANGELES COUNTY CIVIL GRAND JURY**

Attached is the Los Angeles County Department of Mental Health's response to the 2012-13 Civil Grand Jury Report recommendations. The Civil Grand Jury's area of the Dual Track and Training 2012 Citizen's Commission on Jail Violence Report, Recommendation 1.6.

Should you have questions regarding our response, please contact me, or your staff can contact Dr. Stephen Shea at (213) 974-9083.

Sincerely,

Marvin J. Southard, D.S.W.  
Director

MJS:tb:mb

Attachment

# **RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT**

COUNTY OF LOS ANGELES — DEPARTMENT OF MENTAL HEALTH

SUBJECT: 2012-2013 CIVIL GRAND JURY RECOMMENDATIONS FOR  
DUAL TRACK AND TRAINING

## **RECOMMENDATION No. 1.6**

The Sheriff's Department in conjunction with the Department of Health needs to significantly increase mental health training Department-wide. The Department needs to work with other entities (Department of Mental Health, the county's e-education system, non-profits and private enterprise) to come up with ways to disseminate this training without causing positions to be backfilled while officers attend the training. Specifically, more needs to be taught relating to Post Traumatic Stress Disorder (PTSD), trauma and the behaviors that may result as well as de-escalation techniques.

## **RESPONSE**

The Department agrees with this recommendation. Department of Mental Health (DMH) in coordination with the Sheriffs Custody Training Bureau currently provides mental health training to all newly assigned custody personnel. In addition, the Custody Training Bureau partnered with DMH to create a shared internet link that can be accessed by Sheriffs staff. The link has a series of videos that addresses basic mental health issues, mental health scenarios and information on how to deal with the mentally-ill population. Mental Health staff at the jail also provides training in Suicide Prevention, Jail Operations and Introduction to Mental Health and Custody Triage. Along with the Sheriff's Department, DMH will work to implement training in Post-Traumatic Stress Disorder (PTSD), trauma and de-escalation techniques.

# Attachment H

## **Parks and Recreation**



COUNTY OF LOS ANGELES  
DEPARTMENT OF PARKS AND RECREATION

*"Parks Make Life Better!"*

Russ Guiney, Director

John Wicker, Chief Deputy Director

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July 19, 2013

TO: William T. Fujioka  
Chief Executive Officer

FROM: Russ Guiney *by Robert Maycumber*  
Director

SUBJECT: **RESPONSES TO THE 2012-13 LOS ANGELES COUNTY CIVIL GRAND  
JURY REPORT**

As requested, the Department of Parks and Recreation has reviewed the final 2012-13 Civil Grand Jury Report. Attached is the completed response document.

If your staff requires any additional information, please have them contact Monica Pollaccia of Management Services at (213) 738-3226.

RG:JW:RAM:MR:EM:mp

Attachment

## RESPONSE TO THE GRAND JURY FINAL REPORT

### COUNTY OF LOS ANGELES – PARKS AND RECREATION

SUBJECT: 2012-2013 GRAND JURY RECOMMENDATIONS FOR  
PARKS and RECREATION

#### RECOMMENDATION NO 9.1

County of Los Angeles Department of Parks and Recreation (Department) and the City of Los Angeles Department of Recreation and Parks should provide an operations manual to all park managers.

#### RESPONSE

The Department agrees with the finding. The Department plans on implementing this recommendation and will ensure that operation manuals are developed for all park managers in every Agency by July 1, 2014.

The Department Head sent out a memo on July 19, 2013, to *All Parks and Recreation Staff* making them aware of the recommendation and to ensure that corrective actions are followed.

#### RECOMMENDATION NO 9.2

County of Los Angeles Department of Parks and Recreation should display the United States flag at Bethune Park, DeLongpre Park and Ted Watkins Park.

#### RESPONSE

The Department agrees with the finding and has displayed the United States flag at Bethune Park and Ted Watkins Park, effective July 11, 2013. DeLongpre Park is not a Department Park. The facility is operated by the City of Los Angeles Department of Recreation and Parks.

#### RECOMMENDATION NO 9.3

County of Los Angeles Department of Parks and Recreation should provide greater security at Kenneth Hahn State Recreation Area.

#### RESPONSE

The Department agrees with the finding and has taken measures to improve the security at Kenneth Hahn State Recreation Area. The Department installed 11 security light poles from the kiosk extending up the road to the main office on May 13, 2013. In addition, the Department plans on installing a video security surveillance system at the entrance kiosk by December 15, 2013.

Attachment I

**Probation**



**JERRY E. POWERS**  
Chief Probation Officer

## **COUNTY OF LOS ANGELES PROBATION DEPARTMENT**

9150 EAST IMPERIAL HIGHWAY – DOWNEY, CALIFORNIA 90242  
(562) 940-2501



July 19, 2013

TO: Supervisor Mark Ridley-Thomas, Chairman  
Supervisor Gloria Molina  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

FROM: Jerry E. Powers *RB for J.P.*  
Chief Probation Officer

SUBJECT: **RESPONSE TO THE 2012-2013 GRAND JURY'S FINAL REPORT**

Enclosed is the Probation Department's response to the Civil Grand Jury's recommendations contained in their 2012-2013 Final Report.

If you have any questions or need additional information, please contact Don Meyer, Assistant Chief Probation Officer at (562) 940-2851.

JEP:FC:ld:za

Enclosures

c: William T Fujioka, Chief Executive Officer  
Jerry Ramirez, Chief Executive Office



# COUNTY OF LOS ANGELES PROBATION DEPARTMENT

9150 EAST IMPERIAL HIGHWAY – DOWNEY, CALIFORNIA 90242  
(562) 940-2501



**JERRY E. POWERS**  
Chief Probation Officer

July 19, 2013

## RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT

COUNTY OF LOS ANGELES – PROBATION

**SUBJECT:** 2012-2013 CIVIL GRAND JURY RECOMMENDATIONS FOR  
PROBATION DEPARTMENT EMPLOYEE MISCONDUCT

### RECOMMENDATION NO. 3.1

The Probation Department should continue to hire new employees who only fall into Bands 1 and 2 of the applicant pool and increase recruiting at local colleges and universities.

### RESPONSE

Probation generally agrees with this recommendation; however, we believe that with the new safeguards that have been implemented in the background process we can hire candidates in band 3 and still ensure that the candidates meet our high expectations. In order to understand how this problem came to be, some historical context must be provided.

### **PAST HIRING PRACTICES**

Within the past several years it has become clear to Probation Department management that past hiring practices and standards have resulted in the hiring of some employees who did not meet the high standards and expectations commensurate with a law enforcement agency. Several high profile arrests as well as an unacceptably high level of internal misconduct allegations have troubled the Department for the past several years.

### **CURRENT BACKGROUND PROCESS**

As a result of AB 109 (Realignment), the Department has recently embarked upon a new campaign to bring in a large number of staff in a short amount of time. Reminiscent of aforementioned problems that occurred with the last "mass hiring," there is a great deal of external pressure on the Department to rapidly fill vacant positions. AB 109 clientele have been released from State custody and are now under the supervision of the Probation Department. Unlike the previous hiring campaign, the department has implemented a comprehensive and rigorous background process to include the following:

***Rebuild Lives and Provide for Healthier and Safer Communities***



- More comprehensive personal history review to include credit history checks and social media review
- Field reviews on potential candidates, where Probation staff canvass a candidate's neighborhood to gather information from neighbors
- Polygraph exams – Probation has contracted with the Los Angeles County Sheriff's Department to provide polygraph services for potential candidates
- Better collaboration with our contract Psychiatrist to ensure that all information including polygraph results, is presented to and considered

This more stringent process has resulted in a delay in filling critical vacancies. Hundreds of candidates have been processed and placed into bands 1, 2 and 3; however, less than 50 candidates have made it into the 2 academy classes held this year. Of those, several candidates have dropped out of the academy for various reasons.

## ***RECRUITMENT***

Over the past decade Probation's recruitment efforts have been sporadic and inconsistent. There have been outreach efforts in the past whereby Probation staff have manned booths at various hiring events. However, the majority of candidates for recent exams appear to be "word of mouth" referrals and an unusually high number of candidates appear to have relatives or friends within the Department. Also, during periods where other law enforcement agencies are hiring, Probation has had to compete for candidates with other agencies such as Los Angeles Police Department (LAPD) and the Los Angeles Sheriff's Department (LASD); agencies that have very robust recruitment and outreach efforts. Probation has historically dedicated very little in the way of resources to market the Department. Additionally, the Department has limited college outreach to community colleges; due in part to the fact that entry level positions require either a high school diploma or 60 units of college. Four year universities were not consistently targeted for outreach.

In the past several months the Department has embarked upon a multi-faceted approach to address the recruitment issue. The Department's Media Consultant has spearheaded a campaign to create a more robust message delivery system, which will include a multi-media approach. In July 2013, Probation management and Human Resources staff met with the Los Angeles County Fire Department Training Division to learn about their Turnout and Blackboard web campaigns. Probation is considering contracting with a video production company to create video vignettes, featuring a variety of staff from different functions in an effort to educate the public about Probation and the varied assignments that make up the Department.

Additionally, the Department has begun to reach out to local universities and will attempt to recruit not only traditional candidates with a criminal justice background, but candidates who have backgrounds in sociology or other related interests. By expanding outreach and seeking a broader candidate base, it is anticipated that the quality of candidates will increase dramatically and give Probation the ability to choose the "best of the best".

### **RECOMMENDATION NO. 3.2**

The Probation Department should use its best efforts to retain experienced supervisory staff at its juvenile halls and camps while otherwise meeting the staffing needs mandated by AB 109 Realignment.

### **RESPONSE**

On January 10, 2006, the authorized Management Representative of the County of Los Angeles (hereinafter “County”) and American Federation of State, County and Municipal Employees Local 685 (AFSME or “Union”) approved and ordered implemented by the County’s Board of Supervisor enacts necessary amendments to all County ordinances, including the Los Angeles County Code required to implement the full provisions of articles. Article 16 – Reassignments and Promotions/Probation sets forth reassignment procedure.

*Section G of the Article states:*

Employees seeking reassignments to other work locations will, providing that the last three Performance Evaluation of record is at least competent and provided that the employee has a minimum of two years in the current work location, submit to the Personnel Services Office (Human Resources (HR) Division) a bid or bids by the last working day of any given month.

As a result of this agreement between County and the Union, the retention of the most highly skilled peace officers in the Department’s juvenile halls and camps is difficult to achieve and maintain.

Also, it should be noted that the Executive Summary, No. 2 of the Grand Jury Report (page 19) states in pertinent part: “Further, a balance must be struck so that the experienced probation officers in the camps are not the sole of hire into these positions.” To that end, the Probation Department has been able to recruit and select candidates from the open list that are hired directly from the community and placed into probation officer positions in the community. As an example, on the most recent DPO II list, five (5) staff was hired into the positions from the community.

**SUBJECT:** 2012-2013 CIVIL GRAND JURY RECOMMENDATIONS FOR  
**DETENTION: JUVENILE FACILITIES**

**RECOMMENDATION NO. 16.1**

**The Department of Probation should expand** the Advanced Path Academy credit recovery program to all Camps.

**RESPONSE**

The Probation Department agrees with this recommendation. The Advanced Path Academy uses software provided by Apex Learning in their academies. The Los Angeles County Office of Education (LACOE) has licensed the credit recovery software directly from Apex Learning. By doing this, LACOE is able to provide the same rigorous standards-based credit recovery program offered in the Advanced Path Academy, at a significant cost savings. The Probation Department is supporting LACOE's rollout of the Apex Learning Labs at all of the Probation camps and Halls. The plan is to have these labs in operation at all of the Los Angeles County Probation Camps and Halls by early 2014.

**RECOMMENDATION NO. 16.2.**

**The Department of Probation should provide** vocational/occupational training programs at all Juvenile Camps without further delay.

**RESPONSE**

The Probation Department agrees with this recommendation. Vocational/ occupational training programs are currently offered at eleven of the fourteen Juvenile Camps. Both the Probation Department and LACOE will work collaboratively during the 2013-2014 school year to offer vocational/occupational training programs at the three remaining camps. In addition, both agencies plan to expand the vocational/occupational training programs that are currently in operation.

**RECOMMENDATION NO. 16.3.**

**The Department of Probation should rigorously monitor** the assignment of juveniles to lessen and prevent youth-on-youth violence by eliminating multiple members of the same gang or competing gangs being assigned to the same Camp.

**RESPONSE**

The Probation Department agrees with this recommendation. Approximately 2,400 youth receive camp placement orders annually. A large proportion of these youth have gang affiliations. When a youth is ordered to camp, the Probation Department provides a

comprehensive assessment to determine the most appropriate housing location for that youth. A number of factors determine the camp selection, including, but not limited to:

- The gender of the youth
- The medical needs of the youth
- The mental health needs of the youth
- The educational needs of the youth
- Programming needs including the Youth Opportunity Block Grant (YOBG)
- Security concerns (Codes)
- Court ordered or identified keep-away youth, including victims
- Age
- Treatment needs
- Family reunification concerns
- Court recommendations

The first four criteria are concrete in nature and are not open to interpretation. The medical needs of the youth override other housing considerations, including gang affiliation. However, the youths' gang ties and associations are still considered in reviewing criminal partnerships, and are factored into the decision making process.

The camps utilize the Multi-Disciplinary Team (MDT) approach to identify the elements impacting each youth's behavior and needs. This is the forum to address gang issues and interventions tailored to the individual youth, and in relation to the camp community as a whole. The staff at every camp identifies their gang members, and has an understanding of the gang dynamics at their camp. If they conclude that the intake of a specific gang should be curtailed, the Probation Department will move to accommodate that request. The Probation Department also holds a monthly meeting to discuss matters of intake concern with the camps and probation partners. Gang concerns are an ongoing item of discussion. Information that assists the camps in adjusting to the issues of gang conflict in camps and the community is shared. However, it is not possible to limit gang representation to single youth in any one camp, nor is it appropriate to segregate based on gang affiliation. Such segregation by gangs would ultimately lead to racial and/or geographic segregation. The best practice for reducing gang violence is to understand the population, provide appropriate social therapy and interventions, and manage the population based on the specific dynamics of the camp.

#### **RECOMMENDATION NO. 16.4.**

**The Department of Probation should assign juveniles** to Camps offering the specialized medical, psychiatric and educational services required by the minor.

## **RESPONSE**

The Probation Department agrees with this recommendation. Evidenced-based practices have shown the critical value of quality assessments in ensuring the appropriate housing and delivery of services to incarcerated youth. The camp system is designed to provide services to the greatest range of youth within the open dorm environment. The Probation Department, working in collaboration with its county partners, provides a comprehensive assessment for all youth receiving Camp Community Placement (CCP) orders. Probation officers review court reports, court orders, criminal histories, and histories of prior detention or camp placements, community placements, and Department of Children and Family Services databases.

Additionally, the Probation Department reviews Department of Public and Social Services databases to ensure Medi-Cal coverage for youth upon their transition to the community. Assessment deputies administer the Los Angeles Risk and Resiliency Check-up (LARRC) to all youth, providing a validated measure of the youths' criminogenic factors, and appropriate evidenced-based interventions.

LACOE has provided the Probation Department with an in-house Senior Program Specialist at the Assessment Center to act as a liaison with the assessment team. The liaison provides insight into the educational needs of youth, the level of special education interventions required, and the credit status of youth awaiting camp assignment. The Department of Mental Health (DMH) has allocated a team of clinicians working out of the Assessment Office. The clinicians provide insight into the mental health needs of youth with camp orders. They also identify the levels of substance abuse intervention appropriate to those youth in need. Additionally, the clinicians identify which camps can provide the appropriate services to specific youth, including psychiatric monitoring of medication. While camps strive to provide the most services to the largest spectrum of those youth having CCP orders, some youth exhibit needs that cannot be met at camp. Typically, these youth will have profound medical or mental health needs requiring an alternative disposition other than open camp. Working with our partners, the Probation Department will prepare the petitions required, and provide alternatives that better meet the needs of these youth to the courts.

All camps provide substance use counseling and evidenced-based cognitive behavioral interventions. All camps also provide mandated educational services, and 10 camps provide special day class educational instruction. Camps Paige and Kilpatrick provide out-of-camp forestry work crews and sports programming, respectively. The assessment process identifies youth most appropriate to each of these locations and the specific services that they offer.

## **RECOMMENDATION NO. 16.5.**

**The Probation Department should refer** all juveniles who have attempted suicide to a dedicated psychiatric facility or other Camp with mental health specialist for evaluation and treatment.

## **RESPONSE**

The Probation Department agrees with this recommendation. Currently, the Probation Department has a suicide prevention policy in place to ensure that all youth receive the appropriate mental health evaluation and treatment. All Probation facility staff members have been trained, and receive annual refresher training in enhanced supervision protocols to proactively address self-injurious and/or suicidal behavior. All staff members are required to be aware of the various indicators of these behaviors in order to implement appropriate supervision precautions for affected minors, as well as the importance of timely referrals to DMH for initial and ongoing assessments and treatment for the youth.

The training includes an understanding as to the reasons that the environments of juvenile correctional facilities are conducive to suicidal behavior, potential pre-disposing factors to suicide, high-risk suicide periods, warning signs and symptoms, identifying suicidal minors despite the denial of risk, a review of the Probation Department's policy for suicide prevention, suicide prevention policy, the use of emergency cut down tools, and the liability issues associated with successful suicides within custodial environments.

## **RECOMMENDATION NO. 16.6.**

**The Department of Probation and Los Angeles County Office of Education should implement** innovative reading programs to increase the reading decoding and comprehension levels of juveniles at all of the Camps.

## **RESPONSE**

The Probation Department and the LACOE agree with this recommendation. This recommendation has been implemented. The following innovative reading programs are currently offered at Juvenile Camps to increase reading decoding and comprehension levels:

### ***Achieve 3000***

Achieve 3000 is a reading intervention program that not only improves students' reading levels, but also delivers content aligned with state content and common core standards. Ongoing assessments are built into the daily instructional routine, enabling continual progress monitoring and data-driven decision making.

### ***English Language Arts Intensive Intervention: READ 180***

READ 180 is a reading program designed for students whose reading achievement is below the proficient level. The goal of READ 180 is to address gaps in students' skills through the use of a computer program, literature and direct instruction in reading skills. The software component of the program aims to track and adapt to each student's progress.

### ***Operation READ***

Operation READ is a tutoring program for youth at the camps. The program goals are to build the youth's literacy skills to include reading, comprehension, writing, and spelling. Academic mentors work with the youth one-to-one and in small groups three to five hours per week to provide a variety of instructional approaches individualized to the learner.

### ***After School Extended Learning Opportunities (ELO) Program***

Students may extend their learning beyond the school day in the after-school ELO Program. This program includes a small student-to-teacher ratio. Students are offered CAHSEE Prep, GED Prep, and Language Arts intervention curriculum.

Data will be gathered during the 2013-14 school year to monitor and determine the level of implementation and effectiveness of each program. Teachers also analyze reading achievement data regularly within their Professional Learning Communities (PLCs). This analysis allows teachers to develop innovative strategies to improve students' decoding and comprehension levels.

### **RECOMMENDATION NO. 16.7.**

**The Department of Probation must aggressively reduce** the staff on long-term disability and light duty unable to carry out the duties for which they were originally hired.

### **RESPONSE**

The Probation Department agrees with this recommendation. In an effort to return staff members to work as quickly as possible, the Probation Department implemented an adaptation of the Los Angeles County Sheriff's Department's Return To Work Unit practices in November of 2011. It is a decentralized approach, which has allowed the Probation Department to successfully reduce the number the staff out on industrial or medical leave by 48% in the camps and 12% in the juvenile halls. It also allowed the Probation Department to save a total \$6.02 million in workers compensation claims. This coincides with the reduction in the RTW Caseload, and demonstrates that the Probation Department is getting employees back to work faster. These savings are occurring despite a state-wide trend of increased medical costs.

### **RECOMMENDATION NO. 16.8.**

**The Department of Probation must increase** the number of cameras placed throughout the Camps to assist investigating the high percentage of injury claims resulting in long-term disability or light duty dispositions.

### **RESPONSE**

The Probation Department agrees with this recommendation. The Probation Department is in the process of finalizing the Security Enhancement Project, which includes the installation of

cameras, microphones and panic buttons in four Probation Department facilities: Barry J. Nidorf, Central and Los Padrinos Juvenile Halls, and Challenger Memorial Youth Center (CMYC). At CMYC, surveillance equipment has been installed in dayrooms, corridors and bedrooms in the boys and girls Special Handling Units. The equipment is computer-based, and recordings are electronic so there is no need to change tapes or disks.

Officers working in the units have real time access to the system, and are responsible for monitoring the cameras and responding to intercom calls. Supervisors and directors have a higher level of access, and may view real time activity, as well as review recordings. Investigative units are able to view real time activity, and review past events, as well as export and make copies. As of July 12, 2013, the system is installed and operational at Los Padrinos and Central Juvenile Halls. It is expected that installation will be complete and the system operational at Barry J. Nidorf and CMYC by August 1, 2013. In addition, the Department will continue to seek funding to enhance the video surveillance systems for the remaining facilities.

#### **RECOMMENDATION NO. 16.9.**

**The Department of Probation should increase** training in self-defense and injury prevention along with setting stringent strength and fitness requirements for all new hires.

#### **RESPONSE**

The Probation Department agrees with this recommendation. Currently, all institutional staff receives Probation Department approved training in Safe Crisis Management. The training is designed to provide staff with the ability to identify and safely manage various “acting out” behaviors. The staff is trained to safely manage crisis situations using non-verbal, para-verbal, verbal, and physical intervention techniques. This intervention process is constructed on a continuum, moving from lower to higher levels of restriction or intervention, ensuring the use only of that level of intervention appropriate for the situation encountered, and preventing escalation beyond that point absent exigent circumstances supporting such action. These levels, from least to most restrictive were implemented to reduce instances of injury to youth and staff members.

In addition, the Probation Department's Risk Management section is:

1. Collaborating with the Chief Executive Office's Emergency Coordinator, Jeff Terry, to develop a Facility Emergency Coordinator Training program. It is expected that the specialized training will result in a more proactive approach to ensuring a safe and secure facility, and reducing instances of accidents. The class outline, which includes a module on general facility safety, will be certified by the state.
2. Increasing inspection of the Probation Department's 52 facilities to every 3 months, rather than annually. This allows the Risk Management Bureau to increase its presence in the facilities, and allows staff an opportunity to voice health, safety and security concerns. In turn, the Risk Management Bureau will elevate and address the concerns as necessary.



3. Conducting an inquiry in to each industrial accident claim. The inquiry serves to identify and address physical plant issues, such as cracks in sidewalks and/or other issues. The Risk Management Bureau then works with the facility, and Management Services Bureau to correct these concerns.

# Attachment J

## **Sheriff**



LEROY D. BACA, SHERIFF

**County of Los Angeles**  
**Sheriff's Department Headquarters**  
**4700 Ramona Boulevard**  
**Monterey Park, California 91754-2169**



July 18, 2013

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Members of the Civil Grand Jury:

**RESPONSE TO THE FINAL REPORT OF THE  
2012-13 LOS ANGELES COUNTY CIVIL GRAND JURY**

Attached is the Los Angeles County Sheriff's Department's (Department) response to the 2012-13 Civil Grand Jury Report recommendations. The Civil Grand Jury's areas of interest specific to the Department included: the Dual Track Career Path, training regarding the handling of mentally ill inmates, and improvements to our court lockups and station jails.

Should you have questions regarding our response, please contact Division Director Glen Dragovich at (323) 526-5191.

Sincerely,

LEROY D. BACA  
SHERIFF

*A Tradition of Service*

## **RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT**

COUNTY OF LOS ANGELES – SHERIFF

SUBJECT: 2012-2013 CIVIL GRAND JURY RECOMMENDATIONS FOR  
DUAL TRACK AND TRAINING

### RECOMMENDATION NO. 1.1

The Sheriff's Department leadership must counter the negative bias of Patrol officers towards those officers assigned to custody. This will also be critical if large numbers of women stay in custody positions.

### RESPONSE

The Department agrees with this recommendation. It is anticipated that upon full implementation of the Dual Track Career Path, morale in both the Custody and the Patrol Divisions will improve, primarily due to the increase in opportunities for promotion and advancement into specialized units within Custody Division, and due to the significantly shorter time spent in a custody assignment by those deputies choosing to transfer to a patrol assignment.

### RECOMMENDATION NO. 1.2

The Sheriff's Department in conjunction with the Board of Supervisors must come to a decision about MCJ. Many of MCJ's issues are unique to this facility. If problems at MCJ have to do with the architectural shortcomings, then funding needs to be provided to either rebuild or renovate the facility in accordance with current best practices. Different solutions may be needed for other large scale facilities like Pitchess Ranch or CRDF, as well as Court House Facilities.

### RESPONSE

The Department agrees with this recommendation; a comprehensive review of the Department's current and future inmate housing needs is underway. In addition to the significant structural and design issues associated with MCJ, there is also a need for appropriate medical and mental health inmate housing.

### RECOMMENDATION NO. 1.3

The Sheriff's Department should focus on keeping time spent in custody assignments to ideally no more than two years (for those wishing to go on Patrol) while increasing the learning opportunities while on custody assignment.

## RESPONSE

The Department agrees with this recommendation. It is anticipated that full implementation of the Dual Track Career Path will result in a significantly shorter mandatory custody assignment for those newly hired deputies who wish to transfer to a patrol assignment. The newly created Custody Training Bureau will enhance and standardize training opportunities throughout the division, and new job rotation policies limiting the length of time a deputy can remain in a specialized assignment will afford deputies the opportunity to gain greater job knowledge, experience, and expertise.

## RECOMMENDATION NO. 1.4

The Sheriff's Department must increase training for Custody positions (post Academy). But assuming limited resources, leadership should receive increased training before new deputies. The Department must look for ways to break down training into smaller units and possibly encourage through incentives or promotion consideration, having deputies seek out education on their own time. The Department needs to resolve any labor issues that may hinder this goal.

## RESPONSE

The Department agrees with this recommendation. The newly established Custody Training Bureau offers a wide range of State approved classes, which address a myriad of training topics and areas. Classes are routinely updated or created to address identified issues within Custody Division. In addition, a large number of two hour Intensified Training Format (ITF) classes are taught at the facility level, negating the costs related to sending students to training off site for a full day. Custody Division policy mandates newly assigned sergeants and lieutenants attend Custody Incident Command School within the first three months of assignment to the division. The Custody Training Bureau is currently in the process of revising curriculum to formalize training for line supervisors on subjects such as handling mentally ill inmates, inmate extractions, and jail specific restraint techniques training.

## RECOMMENDATION NO. 1.5

The Sheriff's Department needs to mentor and model behavior more effectively. Custody assignment is an opportunity to learn more about gangs, criminal techniques, and criminal networks outside of the jails and how to cultivate potential informants.

## RESPONSE

The Department agrees with this recommendation. The Custody Training Bureau currently provides training related to jail gangs and their criminal behavior to newly graduated custody personnel during State mandated Jail Operation's School. In addition, the unit offers State certified Jail Gangs and Jail Intelligence Gathering classes on a regular basis.

#### RECOMMENDATION NO. 1.6

The Sheriff's Department in conjunction with the Department of Health needs to significantly increase mental health training Department-wide. The Department needs to work with other entities (Department of Mental Health, the county's e-education system, non-profits and private enterprise) to come up with ways to disseminate this training without causing positions to be backfilled while officers attend the training. Specifically, more needs to be taught relating to Post Traumatic Stress Disorder (PTSD), trauma and the behaviors that may result as well as de-escalation techniques.

#### RESPONSE

The Department agrees with this recommendation. In conjunction with the Department of Mental Health (DMH), the Custody Training Bureau currently provides mental health training to all newly assigned custody personnel. In addition, the Custody Training Bureau partnered with DMH to create and upload e-learning mental health training videos, which are available to personnel without having to leave their workstations. The Custody Training Bureau is currently participating in a Custody Division-wide process that is focusing on the expansion of our training curriculum and partnering with mental health professionals.

#### RECOMMENDATION NO. 1.7

The Sheriff's Department must provide deputies who work directly with the mentally ill extensive, specialized training. This training should emphasize recognizing, reacting to, de-escalating and preventing aggressive and hostile behavior that can occur in these settings.

#### RESPONSE

The Department agrees with this recommendation. The Custody Training Bureau is currently participating in a Custody Division-wide process that is focusing on the expansion of our mental health training curriculum and partnering with mental health professionals.

#### RECOMMENDATION NO. 1.8

The Sheriff's Department needs to use more Custody Assistants and investigate possibly contracting with private security forces for Type I facilities. It should also investigate using orderlies and specialized health care workers when dealing with mentally ill inmates.

#### RESPONSE

The Department generally agrees with this recommendation. For years, the Sheriff's Department has utilized Custody Assistants in Type I facilities (station jails),

incorporating them into all available positions within the scope of their classification. Some of these positions include duties such as: booking, processing, providing security, and ensuring compliance with Title 15 standards. The Sheriff's Department has studied the feasibility of further civilianization since the late 1990s, and in conjunction with employee bargaining units, continues to explore additional responsibilities for this classification.

The Sheriff's Department continues to work toward providing the best resources and care available to its inmate population. Most recently, members from Custody Division and the Department of Mental Health reviewed methods of improving the care provided to the mentally ill population. In August 2012, these Department members met with staff from Patton State Hospital to discuss means of improving our assessments, training, force, and prevention plans. Improvement has been achieved with the application of some of the information that was shared related to assessments and prevention plans. The feasibility of utilizing non-Department members to deal with the mentally ill population is not under consideration.

# **RESPONSE TO THE CIVIL GRAND JURY FINAL REPORT**

COUNTY OF LOS ANGELES – SHERIFF

SUBJECT: 2012-2013 CIVIL GRAND JURY RECOMMENDATIONS FOR  
DETENTION: ADULT FACILITIES

## **RECOMMENDATION NO. 15.3**

The Sheriff's Department should provide Sheriff's deputies with additional training for dealing with prisoners with mental health issues as detailed in this Grand Jury's Dual Track report.

## **RESPONSE**

The Department agrees with this recommendation. In conjunction with Department of Mental Health (DMH) personnel, the Custody Training Bureau currently provides mental health training to all newly assigned custody personnel. In addition, the unit partnered with DMH to create and upload e-learning mental health training videos, which are available to personnel without having to leave their workstations. The Custody Training Bureau is currently participating in a Custody Division-wide process that is focusing on the expansion of training curriculum and partnering with mental health professionals.

## **RECOMMENDATION NO. 15.5**

The Sheriff's Department should take steps to insure that Courthouse facilities' video surveillance systems and cell doors that impair sightlines and visibility are upgraded.

## **RESPONSE**

The Department agrees with this recommendation. Courthouse facilities needing video surveillance systems and retrofitting of cell doors require a feasibility proposal, as well as a proposed cost from the Department of Public Works. Facilities Planning Bureau will initiate this process.

## **RECOMMENDATION NO. 15.7**

### **East Los Angeles Station – (LASD) (A32)**

Padded flooring should be installed in the sobering cell and a separate telephone line should be installed for jailers.



## RESPONSE

The Department agrees with this recommendation. East Los Angeles Station's proposed sobering cell does not meet the Board of State and Community Corrections requirements, due to safety concerns regarding bars. The project scope must be expanded to include the installation of a solid wall and a door with view panel, as well as padding and a fire sprinkler system. Facilities Planning Bureau will initiate this process.

## RECOMMENDATION NO. 15.8

### **Edelman Children's Dependency Court (LASD) (A33)**

This adult facility has outer doors leading to the cells that have been inoperative for the past five years. This endangers the deputies every time they remove prisoners.

## RESPONSE

The Department agrees with this recommendation; however, repairs to the Children's Court are the responsibility of the State courts. Facilities Planning Bureau will make contact with the State regarding this issue.

## RECOMMENDATION NO. 15.9

### **El Monte (Rio Hondo) Courthouse (LASD) (A34)**

Cells should be painted with anti-vandalism paint, enhanced video surveillance equipment should be installed, and cell doors should be retrofitted to improve visibility.

## RESPONSE

The Department agrees with this recommendation. Courthouse facilities needing video surveillance and anti-vandalism paint will be reviewed by Facilities Planning Bureau and renovations will commence when funding is available.

## RECOMMENDATION NO. 15.11

### **Mental Health Courthouse (LASD) (A67)**

This facility was well maintained for an older facility. Although 100% of the prisoner population had mental health issues, only one deputy had received more formal specialized training in mental health. All custody deputies at this and other facilities that deal with mental health issues should have such training.

## RESPONSE

The Department agrees with this recommendation. Court Services Division is working with DMH to provide additional training to the personnel assigned to this court. Court supervisors have conducted a review of each employee's experience and training in order to place them in the most appropriate assignment.

#### RECOMMENDATION NO. 15.12

##### **San Fernando Court (North Valley District) (LASD) (A98)**

The holding cells should be painted with anti-vandalism paint and improved surveillance equipment should be installed.

#### RESPONSE

The Department agrees with this recommendation. Courthouse facilities needing video surveillance and anti-vandalism paint will be reviewed by Facilities Planning Bureau and renovations will commence when funding is available.

#### RECOMMENDATION NO. 15.13

**Santa Clarita Valley Station (LASD) (A102)** Adequate surveillance equipment should be installed; the video equipment for detainee-visitor visits should be repaired; and the facility should be upgraded to meet current Title 24 standards.

#### RESPONSE

The Department agrees with this recommendation. A plan to replace Santa Clarita Valley Station is being developed. The new facility will contain appropriate surveillance equipment, video visiting for inmate visitors, as well as meeting all Title 24 standards. A survey for solutions to the aging infrastructure has been conducted; however, implementation requires funding.